



## MEMORANDUM

To: The Maine Guardianship Project, Systems Transformation Grant

From: Karen Glew, Office of Quality Improvement Services

Date: October 26, 2009

Re: Maine Guardianship Project Evaluation Activities

---

The attached report summarizes the following evaluation findings:

- Probate court public files in Cumberland and Lincoln counties in the Pre-Knowledge Period, prior to the modification and creation of court documents by the Maine Guardianship Project.
- Feedback of persons using the guardianship website at [www.maine.gov/dhhs/guardianship](http://www.maine.gov/dhhs/guardianship) and reading a "Guide to Understanding Adult Guardianship & Alternatives."

Information in this report can be used to better understand the characteristics of individuals being petitioned for guardianship in the probate court, the characteristics of the petitioner, the frequency of recommendations for alternatives to guardianship recommended by the court visitor and legal decision by the probate judge.

Based on the information examined during the evaluation processes educational materials and resources regarding alternatives to guardianship should be focused on those family members of individuals 18 years and younger or 56 years and older having a diagnosis of Developmental Disabilities, Autism, Dementia or Alzheimer's Disease.

In the majority of probate court cases reviewed, the probate court judge's in granting guardianship was consistent with the court visitor recommendations. Therefore, an emphasis on modification and creation of court documents should include the court visitor as well as the probate court judge.

Please contact me at (207) 287-4210 if you have any questions regarding this report or the evaluation activities of the System Transformation Grant.

## **“Systems Transformation”: Transforming Maine’s Systems for Persons with Disabilities**

### ***Purpose and Overview***

The Maine Department of Health and Human Services (DHHS) was awarded a five-year Systems Transformation Grant from the US Centers for Medicare and Medicaid Services (CMS) in 2005. CMS provides funding and support through the Systems Transformation Grant to assist States to promote community-based services and supports by empowering individuals to make informed choices about long-term care.

A major goal area of this grant for DHHS is to ***Increase Choice & Individual Control by Developing and Promoting Alternatives to Guardianship & Conservatorship.***

Since 2005 Maine’s Guardianship Project has been working with an array of stakeholders, including probate judges, attorneys, public guardianship staff, clinicians, legal and self-advocates, schools and families to gain a better understanding of what people need to know about the guardianship and conservatorship process, what resources they need to educate themselves and others and recommendations to modify existing policies and procedures. This information is helping us create educational materials that all can understand, modify court documents to improve information collected and change policies and statutes as needed.

### ***Evaluation of Choice and Control Goal***

The first evaluation component of this goal focuses on measuring the use of guardianship in Maine by collecting information from the Maine probate court files in the counties of Cumberland and Lincoln. The evaluation reviewed documentation provided in the court file regarding the petition and granting of guardianship. Documentation reviewed included: characteristics of individuals seeking guardianship and the incapacitated adult; physical and mental condition of the incapacitated adult; clinical information of the incapacitated adult; court visitor information; and final decision for type of guardianship granted. The evaluation occurred prior (Pre-Knowledge Period) to the modification and creation of educational materials and court documents and will occur after (Post Knowledge Period) the implementation. The overall effectiveness of this goal area’s implementation plan will be determined by the adequacy of information collection and the ability of the system to make adjustments analysis, review and interpretation of the data collection from the probate courts.

The second evaluation component of this goal focuses on the resources and information that people need to educate themselves on guardianship and alternatives available to guardianship. In Spring 2009, the Maine Guardianship Project launched a website devoted to educating family members, friends and professionals on guardianship, alternatives and researching alternatives to guardianship. The website states that its purpose is to provide information and resources to 1) find the least restrictive way to provide care while continuing to support an individual's needs and 2) to help preserve an individual's right to make decisions about his or her life. The website at [www.maine.gov/dhhs/guardianship](http://www.maine.gov/dhhs/guardianship) includes a brochure designed and produced by the Maine Guardianship Project titled "Guide to Understanding Adult Guardianship & Alternatives." Included in the brochure is a survey to help better understand the supports and resources needed by individuals to assist them in better understanding guardianship and alternatives to guardianship and how the information provided by the Maine Guardianship Project is helpful.

### **Evaluation of Maine Probate Court Public Records**

#### ***Evaluation of Maine Probate Court Files Prior to Modification and Creation of Court Documents***

During the summer of 2009, the DHHS Office of Quality Improvement Services (OQIS) began collection of the Pre-Knowledge Period with a random selection of probate files requesting a petition in probate court for individuals needing guardianship or conservatorship during 2006. OQIS collected unidentifiable information relating to characteristics of adult guardianship cases from hard copy probate files in Cumberland and Lincoln county courthouses. All information collected and reviewed were publicly available by the probate courts. OQIS used a data collection tool that was used by Jennifer Moye, PhD and colleagues in "Clinical Evidence in Guardianship of Older Adults is Inadequate: Findings from a Tri-State Study," *The Gerontologist*, 2007. Permission was obtained from Dr. Moye to modify the tool for our specific purposes (Attachment 1).

#### ***Probate Court Pre-Intervention Evaluation: Demographics of Individuals Petitioned***

##### ***Cumberland County***

- A total of 42 out of a possible 138 cases were reviewed in Cumberland County.
- The gender for those individuals petitioned were almost split down the middle with 45.2% being males and 54.8% females.
- The majority (80.9%) of those individuals were 56 years of age and older (54.7%) or 18 years of age and younger (26.2%).

### ***Lincoln County***

- In Lincoln County a total of 10 out of 20 cases were reviewed.
- The majority of individuals petitioned were males (60%).
- The majority (80%) of those individuals were 56 years of age and older (60%) or 18 years of age and younger (20%).

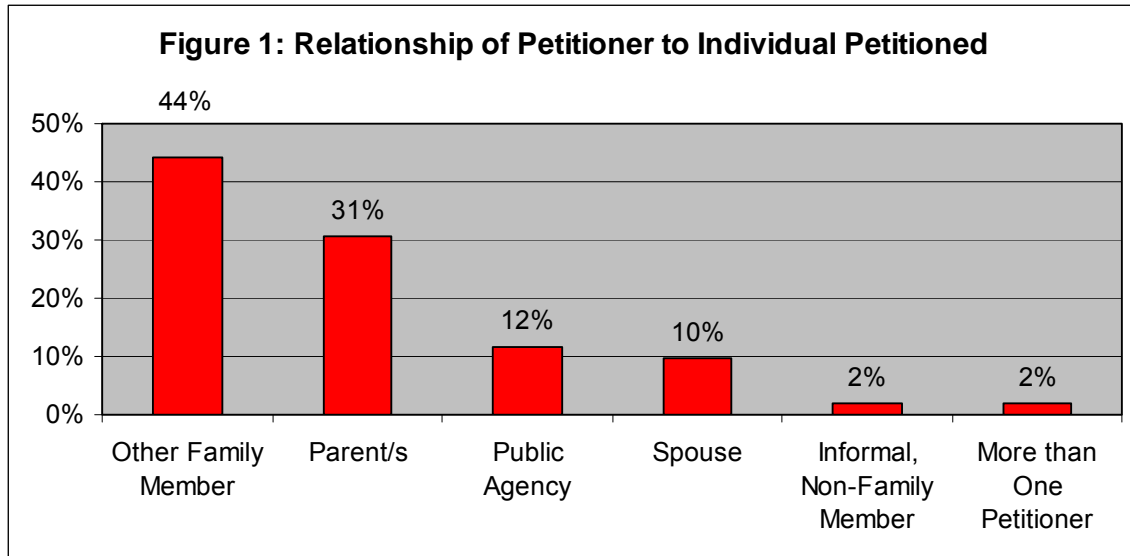
### ***Cumberland and Lincoln County Combined***

- A total of 52 cases were reviewed.
- Of those 52 cases, 48.1% of individuals petitioned were male and 51.9% were female.
- The majority (80.7%) of those individuals were 56 years of age and older (55.7%) or 18 years of age and younger (25%)

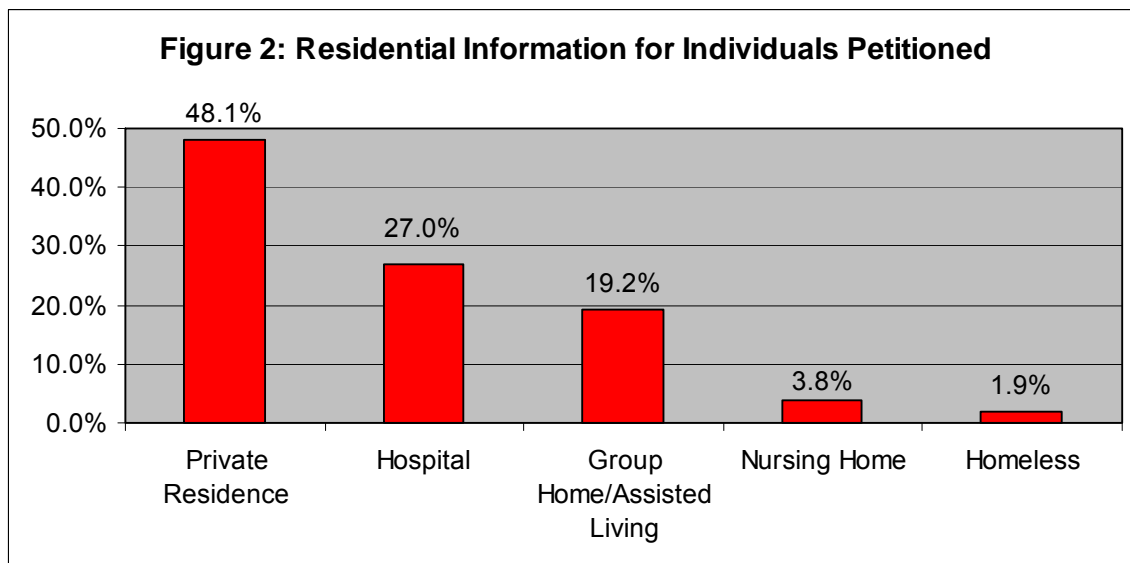
### ***Probate Court Pre-Knowledge Evaluation: Information on Individuals Petitioned and Petitioners***

Requesting guardianship or conservatorship requires a petitioner to complete a petition for guardianship or conservatorship. A petitioner may be anyone requesting a court hearing to determine the competency of the petitioned individual. The petitioner is required to report on the petitioned individual's mental and financial status, obtain a physician/psychologist report and signature, and any other information deemed necessary for a competency determination by the probate court. Once all documentation has been submitted by the petitioner, the court will order a court visitor to meet with the petitioned individual. The court visitor will file his/her report in the probate court to assist the probate judge in a legal decision regarding the guardianship or conservatorship petition.

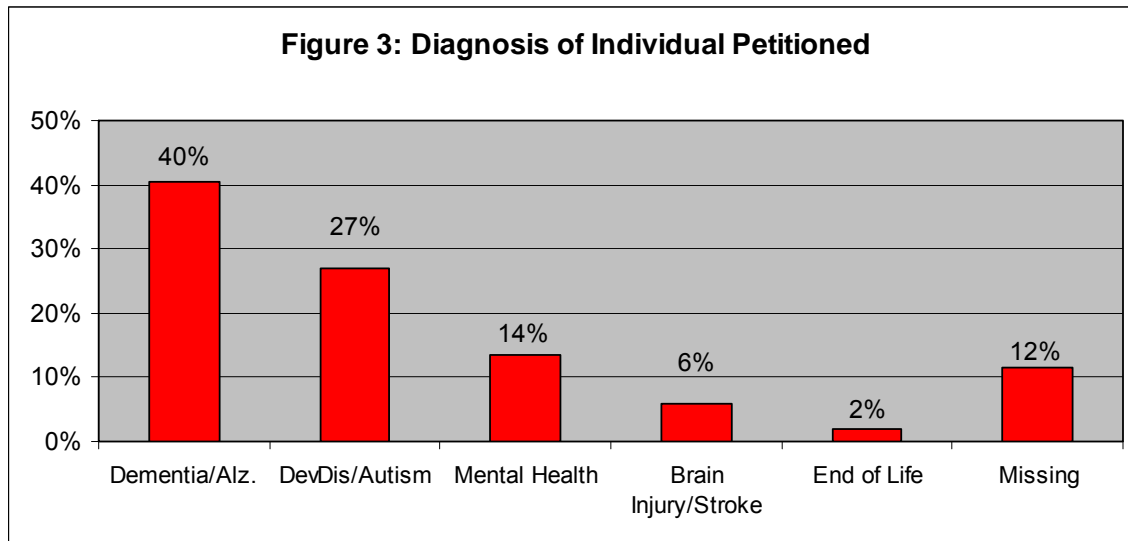
As part of the probate court file, information provided by the petitioner, clinician and court visitor was examined to better understand the incapacitation and current needs of the individuals being petitioned in a guardianship or conservatorship case.



- The majority (85%) of petitioners were family members



- One-half of the cases reviewed indicated that the individual petitioned for guardianship/conservatorship were living in a medical or staffed residence (hospital, group home, assisted living facility or nursing home) at the time the petition was filed.
- Nearly one-half (48.1%) of the cases reviewed indicated that the individual petitioned for guardianship/conservatorship were living in a private residence.



- Information on diagnosis was obtained from the petitioner's report and clinical report contained in the file. In a majority of the cases (88%), information on diagnosis between the petitioner's report and clinical report were consistent. However, in 12% of the cases information was not consistent. These cases consisted of missing information, lack of formal diagnosis or information that was not able to be deciphered due to written handwriting.
- The majority (40%) of cases involved a diagnosis of Dementia or Alzheimer's Disease.

**Figure 4:  
Diagnosis and Age of Individual Petitioned**

	Dementia/ Alz	DevDis/ Autism	Mental Health	Brain Injury/ Stroke	End of Life	Missing	Total
18 years or younger	0	10	1	0	0	2	13
19-21	0	1	0	0	0	0	1
22-55	1	2	1	2	1	2	9
56-75	4	0	4	1	0	1	10
76 years or older	16	1	1	0	0	1	19
Total	21	14	7	3	1	6	52

- The majority of individuals 18 years were petitioned for guardianship due to a diagnosis of Developmental Disability or Autism.
- The majority of individuals 56 years and older were petitioned for guardianship due to a diagnosis of dementia or Alzheimer's Disease.

### ***Probate Court Pre-Knowledge Evaluation: Determination of Need by Probate Court***

Since the overall goal of the Maine Guardianship Project is to increase the use of alternatives to guardianship, information was collected to better understand the baseline of guardianship decisions prior to the implementation of revised court documents and protocols. Figure 5 illustrates the determination in cases granted while Figure 6 provides the type of guardianship granted by diagnosis.

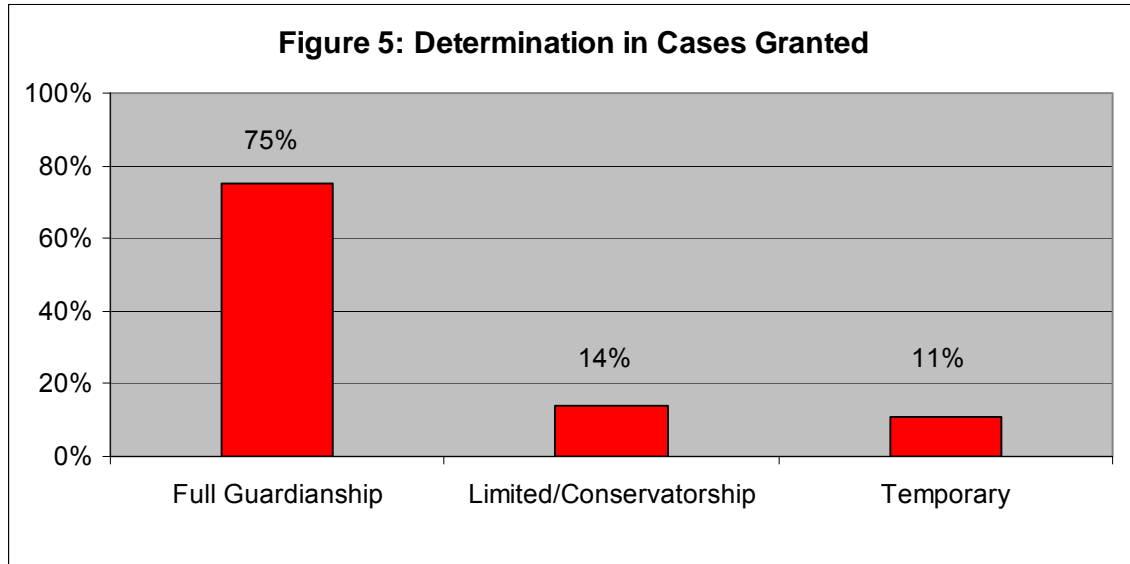


Figure 6: Type of Guardianship Granted by Diagnosis				
	Full Guardianship	Limited/Conservatorship	Temporary	Total
Dementia/Alz. Disease	12	1	2	15
DevDis/Autism	12	2	0	14
Mental Health	3	2	2	7
Brain Injury/Stroke	2	0	1	3
End of Life	1	0	0	1
Diagnostic Not Available	3	1	0	4
Total	33	6	5	44

- Of the 52 files reviewed, 44 cases were granted a decision. Cases not granted a decision included withdrawal of the petition or petitioned individual died prior to hearing.
- Of the 44 cases, the majority (75%) of individuals were granted full guardianship.

In addition to examining the frequency of guardianship decisions, OQIS compared probate judge decisions in guardianship cases compared to the recommendation of the court visitor. Based on the sample of case files reviewed, the probate court judge granted a decision consistent with the court visitor recommendations in 40 of the 44 cases.

### **Evaluation of Educational Materials**

As part of the “Guide to Understanding Adult Guardianship & Alternatives,” a survey was designed by the DHHS Office of Quality Improvement Services in collaboration with the Maine Guardianship Project. The survey (Attachment 2) is optional and gauges a person’s knowledge of guardianship and alternatives to guardianship before and after reading the brochure. Feedback obtained from the web-based survey will assist the Maine Guardianship Project to determine if the information contained in the brochure is helpful and what additional resources or materials would be useful for families, friends and professionals.

### **“Guide to Understanding Adult Guardianship & Alternatives:” Survey Response Demographics**

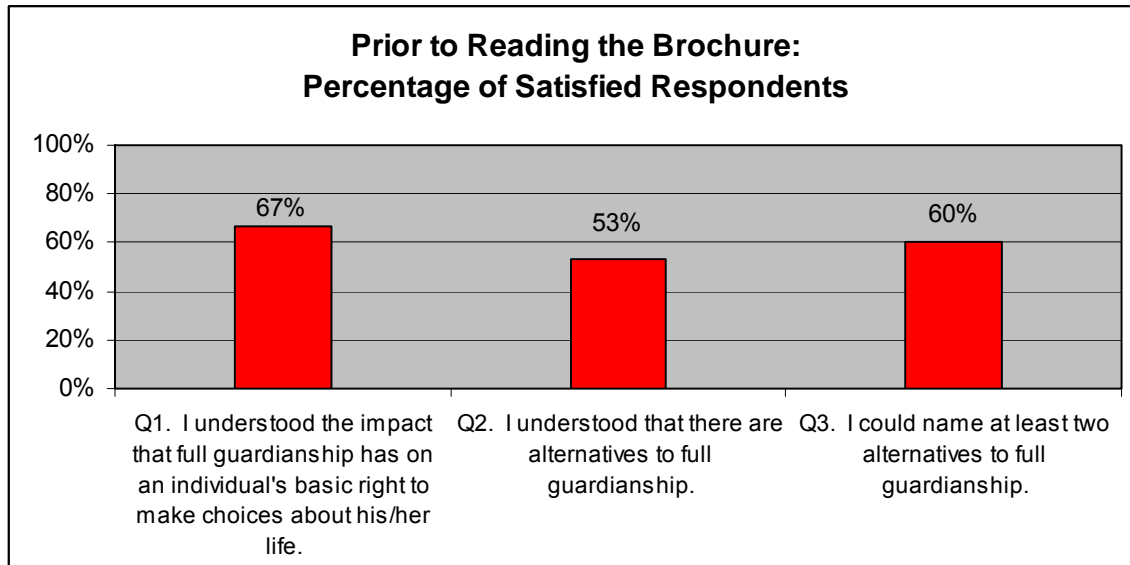
A total of 15 persons completed the web-based survey between April and October 2009. Of the individuals completing the survey: Return rate??

- Two-thirds (66.7%) of the survey respondents were female.
- Nearly half (46.6%) of respondents were from Cumberland County.
- The majority of individuals responding to the survey (40%) was a family member or friend.

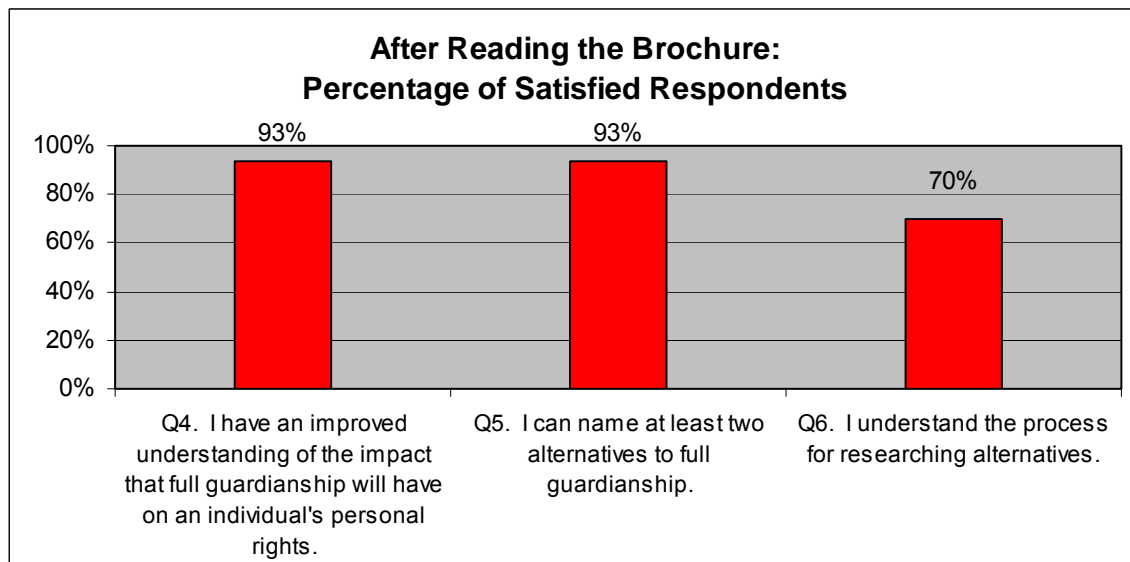


## **“Guide to Understanding Adult Guardianship & Alternatives:” Survey Response**

### ***Before Reading Brochure***



### ***After Reading Brochure***



- Individuals responded that they had an improved understanding on the impact of full guardianship and alternatives after reading the brochure.

## **Summary and Recommendations**

The Maine Guardianship Project is in its fourth year of the Systems Transformation Grant. This report focused on an evaluation of the probate court public files in the Pre-Knowledge Period and the feedback of persons using the guardianship website. Based on the information examined in those evaluation processes:

- The majority of individuals petitioned for guardianship
  - Have a diagnosis of Dementia/Alzheimer's or Developmental Disabilities/Autism.
  - 18 years and young or 56 years of age and older.
- The majority of petitioners are family members.
- Two-thirds of the cases reviewed resulted in being granted a full guardianship.
- In 40 of the 44 cases appearing in the probate court, the probate judge's decision as consistent with the recommendation of the court visitor.
- The majority of individuals responding to the web survey were:
  - Female
  - Residing in Cumberland County
  - A family member or friend
- Individuals responding to the survey indicated that their understanding of guardianship and alternatives improved after reading the brochure.

## **Next Steps**

The DHHS OQIS is committed to working collaboratively with Maine's Guardianship project as request to communicate findings of evaluation activities and using information obtained in the evaluation to assist in the creation and modification of court documents and education materials to improve information collected and change policies and statutes as needed.

OQIS will continue to evaluate the activities of the Maine Guardianship Project. Next steps are to:

- Based on information obtained in this report, design and implement interviews for the Probate Judges and Court Visitors.
- Conduct a Post-Knowledge Period evaluation of the 2009 probate court public records.
- Continued analysis of the website survey.

## **APPENDIX**

## Appendix 1---Web Survey Results

Survey Area	Survey Question	2009					
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	TOTAL
<i>Prior to reading the brochure</i>	Q1. I understood the impact that full guardianship has on an individual's basic right to make choices about his/her life.	4	6	1	3	1	15
	Q2. I understood that there are alternatives to full guardianship.	5	3	1	5	1	15
	Q3. I could name at least two alternatives to full guardianship.	4	5	0	3	3	15
<i>After reading the brochure</i>	Q4. I have an improved understanding of the impact that full guardianship will have on an individual's personal rights	8	6	0	1	0	15
	Q5. I can name at least two alternatives to full guardianship.	9	5	1	0	0	15
	Q6. I understand the process for researching alternatives.	5	7	3	0	0	15
	Q7. I understand when full guardianship is appropriate.	3	8	2	2	0	15
	Q8. I understand that there are several different types of guardianship, some being more restrictive than others.	10	5	0	0	0	15

Q9. I found the information on the following topics most useful	Number of Survey Responses	TOTAL
Facts about guardianship	10	15
Facts about alternatives to full guardianship	9	15
List of alternatives to full guardianship	8	15
Tips on how to research alternatives	5	15
Stories about what other adults have learned about guardianship	6	15
Tips on when full guardianship is appropriate	10	15
Tips on what individuals can expect under full guardianship	7	15

<b>Q11. I am researching guardianship because:</b>	<b>Number of Survey Responses</b>	<b>TOTAL</b>
A loved on is experiencing a difficult time	4	<b>15</b>
I serve as a guardian	1	<b>15</b>
I am helping someone explore guardianship options	5	<b>15</b>
Other	6	<b>15</b>

<b>Q12. County</b>	<b>Number of Survey Responses</b>
Androscoggin	1
Cumberland	7
Kennebec	1
Penobscot	1
York	2
Missing	3
<b>TOTAL</b>	<b>15</b>

<b>Q13. Gender</b>	<b>Number of Survey Responses</b>
Female	10
Male	3
Missing	2
<b>TOTAL</b>	<b>15</b>

<b>Q14. Age</b>	<b>Number of Survey Responses</b>
Age 22 through 34	3
Age 35 through 54	5
Age 55 through 64	5
Age 65 and Over	0
Missing	2
<b>TOTAL</b>	<b>15</b>

<b>Q15. List of Roles</b>	<b>Number of Survey Responses</b>
Legal Professionals	1
Social Service Professionals	4
Family Member or Friend	6
Other	3
Missing	1
<b>TOTAL</b>	<b>15</b>

# **ATTACHMENT**

## Attachment 1

### Maine Guardianship Evaluation Review Instrument 2009

Information the AIP demographics from anywhere in the file	
Gender    1 <input type="checkbox"/> F            2 <input type="checkbox"/> M            3 <input type="checkbox"/> ?	Age        ____ ____ ____        or <input type="checkbox"/> ? (code 999)
<b>Ethnicity</b>  1 <input type="checkbox"/> Hispanic or Latino  2 <input type="checkbox"/> Not Hispanic or Latino	<b>Race</b>  1 <input type="checkbox"/> American Indian/Alaska Native  2 <input type="checkbox"/> Asian  3 <input type="checkbox"/> Native Hawaiian or other Pacific Islander  4 <input type="checkbox"/> Black or African American  5 <input type="checkbox"/> White  6 <input type="checkbox"/> Other
<b>Current Place of Residence</b>  1 <input type="checkbox"/> Home  2 <input type="checkbox"/> Nursing Home  3 <input type="checkbox"/> Medical Hospital  4 <input type="checkbox"/> Psychiatric Hospital  5 <input type="checkbox"/> Hospital, not sure what type  6 <input type="checkbox"/> Assisted Living  7 <input type="checkbox"/> Unclear	<b>Marital Status</b>  1 <input type="checkbox"/> Married  2 <input type="checkbox"/> Unmarried  3 <input type="checkbox"/> Unclear



Information from the <b>Petition</b>		
<b>Petitioner</b>		1 <input type="checkbox"/> Family 2 <input type="checkbox"/> Friend 3 <input type="checkbox"/> Agency 4 <input type="checkbox"/> Attorney 5 <input type="checkbox"/> Other
<b>Reason for the petition (legal cause of incapacity)</b>		1 <input type="checkbox"/> Mental Illness/weakness/disease 2 <input type="checkbox"/> Unable to care for person (MA:physical Incapacity) 3 <input type="checkbox"/> Unable to make/communicate decisions (MA:physical incapacity) 4 <input type="checkbox"/> Other
<b>Limitations/Requests in the petition</b>		<b>Check all that apply:</b> A <input type="checkbox"/> Authorization to commit/admit B <input type="checkbox"/> Consent to extraordinary medical procedures C <input type="checkbox"/> Treat with antipsychotic medication D <input type="checkbox"/> ECT E <input type="checkbox"/> Discharge to NH /Placement F <input type="checkbox"/> Financial needs G <input type="checkbox"/> Medical needs H <input type="checkbox"/> Personal Care I <input type="checkbox"/> Other
<b>DSM Diagnosis of the AIP stated</b> 0 <input type="checkbox"/> N      1 <input type="checkbox"/> Y  <b>Check all that are provided</b> A <input type="checkbox"/> Dementia /AD/VD B <input type="checkbox"/> Depression C <input type="checkbox"/> Schizophrenia D <input type="checkbox"/> Delirium E <input type="checkbox"/> Alcohol use F <input type="checkbox"/> Bipolar disorder G <input type="checkbox"/> Medical conditions H <input type="checkbox"/> I <input type="checkbox"/> Other		<b>Description of Less Restrictive Alternatives tried</b> 0 <input type="checkbox"/> N      1 <input type="checkbox"/> Y  <b>Check all that are provided</b> A <input type="checkbox"/> Power of attorney B <input type="checkbox"/> Additional Support from elder services C <input type="checkbox"/> Additional Support from family/friends D <input type="checkbox"/> E <input type="checkbox"/> F <input type="checkbox"/> G <input type="checkbox"/> H <input type="checkbox"/> I <input type="checkbox"/>
Are any specific examples of problem behavior included?	0 <input type="checkbox"/> N      1 <input type="checkbox"/> Y	If yes, what?:



Is functional status described?  ADL?  0 <input type="checkbox"/> N      1 <input type="checkbox"/> Y	<b>If yes, what?</b> A <input type="checkbox"/> eating      D <input type="checkbox"/> bathing/grooming B <input type="checkbox"/> toileting      E <input type="checkbox"/> walking C <input type="checkbox"/> dressing      F <input type="checkbox"/> motor/transfer	
IADL?  0 <input type="checkbox"/> N      1 <input type="checkbox"/> Y	<b>If yes, what?*</b> A <input type="checkbox"/> money      D <input type="checkbox"/> transportation B <input type="checkbox"/> home care      E <input type="checkbox"/> meals C <input type="checkbox"/> health care      F <input type="checkbox"/> communication	
Are any specific examples of problem behavior included?  0 <input type="checkbox"/> N      1 <input type="checkbox"/> Y	<b>If yes, what?</b>	
Are there any direct or indirect comments on prognosis?		0 <input type="checkbox"/> N      1 <input type="checkbox"/> Y
Is there any mention of family?		0 <input type="checkbox"/> N      1 <input type="checkbox"/> Y
Is there any mention of the AIP's strengths?		0 <input type="checkbox"/> N      1 <input type="checkbox"/> Y
Is there any mention of the AIP's preferences?		0 <input type="checkbox"/> N      1 <input type="checkbox"/> Y
Are recommendations for limited guardianship provided? General categories	1 <input type="checkbox"/> person only 2 <input type="checkbox"/> finances only 3 <input type="checkbox"/> not indicated	
Specific areas:	<b>If yes, what?</b> A <input type="checkbox"/> Authorization to commit/admit      F <input type="checkbox"/> Financial needs B <input type="checkbox"/> Consent to extraordinary medical procedures      G <input type="checkbox"/> Medical needs C <input type="checkbox"/> Treat with antipsychotic medication      H <input type="checkbox"/> Personal Care D <input type="checkbox"/> ECT      I <input type="checkbox"/> Other E <input type="checkbox"/> Discharge to NH /Placement      J None	
Any thing else related to limitations?		

Information from the Judges Order	
Judges name	<b>Type of guardianship granted</b> 1 <input type="checkbox"/> Permanent 2 <input type="checkbox"/> Temporary 3 <input type="checkbox"/> Emergency 4 <input type="checkbox"/> Not granted
Reason for the petition (legal cause of incapacity)	1 <input type="checkbox"/> Mental Illness/weakness/disease 2 <input type="checkbox"/> Unable to care for person 3 <input type="checkbox"/> Unable to make/communicate decisions 4 <input type="checkbox"/> Other
<b>Limited guardianship?</b> General categories	1 <input type="checkbox"/> Person only 2 <input type="checkbox"/> Finances only 3 <input type="checkbox"/> Plenary
Specific areas:	<b>Check all that apply:</b> A <input type="checkbox"/> Authorization to commit/admit B <input type="checkbox"/> Consent to extraordinary medical procedures C <input type="checkbox"/> Treat with antipsychotic medication D <input type="checkbox"/> ECT E <input type="checkbox"/> Discharge to NH /Placement F <input type="checkbox"/> Financial needs G <input type="checkbox"/> Medical needs H <input type="checkbox"/> Personal Care I <input type="checkbox"/> Other J <input type="checkbox"/> None
Any thing else related to limitations?	
In addition to the clinical evaluation, is there any other information in the file that the judge may have used to determine limitations?	<b>Check all that apply:</b> A <input type="checkbox"/> GAL Report B <input type="checkbox"/> Court Investigator Report C <input type="checkbox"/> Affidavit D <input type="checkbox"/> Other

## Attachment 2



### Systems Transformation Grant Choice and Control Brochure Survey

1. Prior to the reading the brochure, I understood the impact that full guardianship has on an individual's basic right to make choices about his/her life.

Strongly Agree    Agree            Neutral            Disagree            Strongly Disagree

2. Prior to the reading the brochure, I understood that there are alternatives to full guardianship.

Strongly Agree    Agree            Neutral            Disagree            Strongly Disagree

3. Prior to the reading the brochure, I could name at least two alternatives to full guardianship.

Strongly Agree    Agree            Neutral            Disagree            Strongly Disagree

4. After reading the brochure, I have an improved understanding of the impact that full guardianship will have on an individual's personal rights?

Strongly Agree    Agree            Neutral            Disagree            Strongly Disagree

5. After reading the brochure, I can name at least two alternatives to full guardianship.

Strongly Agree    Agree            Neutral            Disagree            Strongly Disagree

6. After reading the brochure, I understand the process for researching alternatives.

Strongly Agree    Agree            Neutral            Disagree            Strongly Disagree

7. After reading the brochure, I understand when full guardianship is appropriate.

Strongly Agree    Agree            Neutral            Disagree            Strongly Disagree

8. After reading the brochure, I understand that there are several different types of guardianship, some being more restrictive than others.

Strongly Agree    Agree            Neutral            Disagree            Strongly Disagree

9. I found the information on the following topics most useful: (please check all that apply)

- ☐ Facts about guardianship
- ☐ Facts about alternatives to full guardianship
- ☐ List of alternatives to full guardianship
- ☐ Tips on how to research alternatives
- ☐ Stories about what other adults have learned about guardianship
- ☐ Tips on when full guardianship is appropriate
- ☐ Tips on what individuals can expect under full guardianship

10. I would like to see more information on the following topics (please describe)

Text box

11. I am researching guardianship because:

- ☐ A loved one is experiencing a difficult time
- ☐ I serve as a guardian
- ☐ I am helping someone explore guardianship options
- ☐ Other \_\_\_\_\_

12. County—drop down

13. Gender—drop down

14. Age—text box

15. List of roles—Legal Professionals  
Social Service Professionals  
Clinician  
Family Member or Friend  
Other (text box)



#### Non-Discrimination Notice

The Department of Health and Human Services (DHHS) does not discriminate on the basis of disability, race, color, creed, gender, sexual orientation, age, or national origin, in admission to, access to, or operations of its programs, services, or activities, or its hiring or employment practices. This notice is provided as required by Title II of the Americans with Disabilities Act of 1990 and in accordance with the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, the Maine Human Rights Act and Executive Order Regarding State of Maine Contracts for Services. Questions, concerns, complaints or requests for additional information regarding the ADA may be forwarded to the DHHS ADA Compliance/EEO Coordinators, #11 State House Station, Augusta, Maine 04333, 207-287-4289 (V), or 287-3488 (V) 1-888-577-6690 (TTY). Individuals who need auxiliary aids for effective communication in program and services of DHHS are invited to make their needs and preferences known to one of the ADA Compliance/EEO Coordinators. This notice is available in alternate formats, upon request.

---

*Caring..Responsive..Well-Managed..We are DHHS.*